

Divide the class into groups and provide to each group with a case study.

We here suggest two cases that are the University of Belgrade and Novi Sad University.

During the **first hour** ask the students to analyze the principal document of each case study and to:

1. Identify stakeholder according to the four steps model presented in module 7;
2. Map stakeholder with the identification of those that are internal and those that are external stakeholder;
3. Integrate the stakeholder map with the additional distinction according to Sirgy (2000) stakeholder classification and according to Clarkson (1995) classification.
4. For each category of stakeholder evaluate its relevance with a quantitative indication for each of the variables “centrality” “weight” and “intensity”. Justify your choice.
5. According to the obtained results identify prioritize stakeholders to involve.
6. Identify strategic topics on which the university should orientate its sustainable investments.
7. Contact (if possible) at least one representative of each stakeholder category and ask her/him to give a score (-1,0,1) to each identified topic in order to quantify the relevance of each topic for each stakeholder category.
8. According to obtained results, design a materiality matrix.

**After the first hour** give students additional material and ask them to:

- **Case study 1:** organize a stakeholder engagement that has the scope to focus the attention on critical issues emerging from the article. According to the first phase, decide who invite, how to orientate the debate and define the activities to develop in order to design a plan for the improvement of degree quality.

According to the prioritization developed for each stakeholder category, decide how to involve them (through a direct involvement, a one-way communication, interviews, ...)

- **Case study 2:** organize a stakeholder engagement that has the scope to promote the role of the Confucio Institute and to design future strategies for its empowerment within the



university activities. According to the first phase, decide who invite, how to orientate the debate and define the activities to develop in order to design a development plan for the Confucio Institute.

According to the prioritization developed for each stakeholder category, decide how to involve them (through a direct involvement, a one-way communication, interviews, ...).

Ask students to prepare a presentation of their work

## MATERIALS

### Case Study 1: University of Belgrade

Main document: [http://www.bg.ac.rs/files/en/university/StatutUni\\_eng.pdf](http://www.bg.ac.rs/files/en/university/StatutUni_eng.pdf)

Additional material: <https://www.vice.com/en/article/935p9a/pointless-university-degree-europe-graduate-jobs>

### Case Study 2: Novi Sad University

Main document: <https://www.uns.ac.rs/index.php/en/university/documents/actsuns/send/55-university-acts/262-uns-internationalisation-strategy>

Additional material: [http://www.xinhuanet.com/english/2019-05/25/c\\_138087204.htm](http://www.xinhuanet.com/english/2019-05/25/c_138087204.htm)